Meeting Goals

• Share the final Strategic Plan

• Adopt the proposed amended bylaws to incorporate SFPL’s updated Mission Statement in alignment with the Library’s Strategic Plan
# Planning Process

<table>
<thead>
<tr>
<th>2023</th>
<th>WINTER</th>
<th>SPRING</th>
<th>SUMMER</th>
<th>FALL</th>
<th>2024</th>
<th>WINTER</th>
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<tbody>
<tr>
<td>I: LAUNCH</td>
<td>Set up the Strategic Plan project for success.</td>
<td>II: DISCOVER</td>
<td>Engaged with staff, community members and partners. Utilized quantitative data sources to understand SFPL's current state and desires for the future. Developed insights to inform future phases.</td>
<td>III: SENSEMAKE</td>
<td>Used insights from the DISCOVER phase to develop, workshop and iterate around strategic plan recommendations.</td>
<td>IV: FINALIZE</td>
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## PROJECT PHASE

<table>
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<th>ACTIVITIES</th>
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<tr>
<td>Defined project goals</td>
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<td>Immersed in background materials</td>
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<td>Defined engagement approach</td>
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<th>LIBRARY</th>
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<tr>
<td>Broad staff meetings</td>
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<tr>
<td>All-staff survey</td>
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<tr>
<td>Branch site visits and interviews</td>
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<tr>
<td>Commissioner interviews</td>
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<td>Benchmarking and library landscape analysis</td>
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<thead>
<tr>
<th>COMMUNITY</th>
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<tr>
<td>Night of Ideas</td>
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<td>Community focus groups</td>
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<td>Branch user surveys</td>
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<td>Non-library-user survey</td>
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<tr>
<td>Community analyses (audience segmentation, Urgency Index, equity analysis)</td>
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<tr>
<th>PARTNERS</th>
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<td>Partner interviews</td>
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<td>Local planning &amp; strategic initiative research</td>
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<tr>
<th>STEERING COMMITTEE</th>
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<tr>
<td>MANAGEMENT TEAM</td>
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<tr>
<td>STAFF AMBASSADORS</td>
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<tr>
<td>COMMISSION</td>
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San Francisco Public Library | Strategic Planning Initiative
Vision, Mission & Values
Our **Vision**, **Mission** and **Values** will guide everything we do.

**Vision**
A democratic, equitable and vibrant San Francisco for everyone

**Mission**
Connect our diverse communities to learning, opportunities and each other

**Values**
Well-being • Community • Equity Collaboration • Exploration
Vision

Our aspiration for the future of San Francisco and desired community outcomes resulting from our efforts.

A democratic, equitable and vibrant San Francisco for everyone
Mission

What we will do to achieve our Vision. It represents the purpose of the organization based on our role in the community.

Connect our diverse communities to learning, opportunities and each other.

*SFPL celebrates the 2023 graduates of the Career Online High School program with a ceremony and reception at the Main Library.*
Values

What guides our behavior and beliefs within our organization and towards the communities we serve.

WELL-BEING
We prioritize well-being by creating a safe, respectful and supportive environment.

EQUITY
We advance equity by providing access to free, high-quality resources and impactful opportunities.

COMMUNITY
We strengthen our communities when we come together to engage, inspire, celebrate and learn from each other.

COLLABORATION
We embrace diverse perspectives through thoughtful collaboration.

EXPLORATION
We inspire all to harness the power of learning and discovery, wherever imaginations and curiosities lead.
Strategic Priorities
Strategic Priorities

Our strategic priorities are based on community feedback and offer five specific roles SFPL will embody to best serve the community.

**Literacy Champion**
Cultivate the critical understanding necessary for meaningful participation in society through immersive and varied learning activities.

**Cultural Amplifier**
Facilitate cultural experiences that celebrate and deepen understanding of the diverse communities of San Francisco.

**Community Catalyzer**
Foster experiences both within and beyond the Library that create and strengthen social connections.

**Thoughtful Navigator**
Serve as a caring and knowledgeable gateway, helping people find and use library, community and city resources to realize their goals.

**Resource Provider**
Offer experiences, guidance and resources that support basic needs, encourage personal growth and enrich life in San Francisco.
Literacy Champion

Cultivate the critical understanding necessary for meaningful participation in society through immersive and varied learning activities.

COMMUNITY VOICES:

“"The homework center to help parents and kids out is needed. Parents don’t always know how to help their kids, and they might run out of patience... so that is a huge help for parents.”

SPANISH-SPEAKERS FOCUS GROUP (TRANSLATED)

“There are members of our community with limited English who would feel more welcomed at the library if things were run in a language they are fluent in.”

SOUTH CENTRAL FOCUS GROUP (MISSION DISTRICT)
Strategy 1

Expand the impact and scope of current core literacy programs to support reading and writing skill development for all ages.

**CURRENT OFFERINGS**
- Storytime
- Every Child Ready to Read
- Youth Bookmobile
- The Bridge
- Scholars@Home
- Home library development
- FOG Readers
- Project Read
- Career Online High School (COHS)
- English Language Learners
- Book giveaways

**COMMUNITY NEEDS**
- High-quality educational opportunities for all
- Literacy aid for all, especially young children
- English-language education for non-native English speakers

**OUTCOMES**
- All kindergarteners are ready to read
- All students are reading at grade level by 3rd grade
- Improved basic literacy skills for adults

Strategy 2

Bridge education gaps and minimize learning loss through expanding out-of-school-time learning opportunities, including homework support.

**CURRENT OFFERINGS**
- Summer Stride
- Scholar Library Card
- The Mix (teen space at The Main)
- College and Career Workshops
- STEM Challenge
- In-Person Homework Help
- Brainfuse - Live on-on-one Online Homework Help

**COMMUNITY NEEDS**
- Homework help
- Extra student support

**OUTCOMES**
- Educational (in alignment with SFUSD PK-12 Core Curriculum) and emotional, social, thinking and learning developmental milestones reached by more students
**Strategy 3**

Expand and optimize content types and instructional format to support all 21st century literacies, including media, digital, financial and civic.

**CURRENT OFFERINGS**
- Connect with Tech Week
- Work it Program
- Financial literacy programming
- Digital literacy programming

**COMMUNITY NEEDS**
- High-quality educational opportunities for adults
- Digital skills support
- Educational instruction and resources in their primary language
- Help with life skills, including personal finance and career navigation

**OUTCOMES**
- Better navigation of government, institutional and financial systems by individuals

**Strategy 4**

Support the development of the skills and behaviors required to participate effectively in civic life, including staying informed, understanding government processes and exercising rights of citizenship and intellectual freedom.

**CURRENT OFFERINGS**
- San Francisco Ballot Proposition Database
- Voter Information Pamphlets and Ballots

**COMMUNITY NEEDS**
- Places to support civic activities and engagement
- Help understanding governmental systems

**OUTCOMES**
- Residents engaged in civic activities
- Higher voter turnout

Graduates from the Bridge at Main’s Computer Basics Class.
Enhanced School Literacy Readiness

Partner with the San Francisco Unified School District, Department of Early Childhood and Department of Children, Youth and Their Families to ensure that San Francisco children are meeting literacy milestones with an emphasis on kindergarten readiness and grade-level reading by the end of third grade.

Implementation: Phase 2

Connected Learning Hubs

Dedicate a minimum level of programming for connected learning at all locations for school-aged youth during out-of-school-time to integrate their personal interests with access to pro-social activities, academic support and enrichment while supporting emotional and social well-being.

Implementation: Phase 2
Cultural Amplifier

Facilitate cultural experiences that celebrate, center and deepen understanding of the diverse communities of San Francisco.

Strategy 1

Develop offerings and experiences at the Library that facilitate cultural exchanges to deepen our understanding of ourselves and each other.

Strategy 2

Connect people to diverse arts and culture experiences across San Francisco.

Strategy 3

Enable creators with the tools, materials and knowledge to explore creative passions.

Strategy 4

Provide creative professionals with paid opportunities and new audiences for their work.
**Enhanced Affinity Center Efforts**

Create a dedicated Latinx Affinity Center at Main and expand SFPL’s partnerships with local Native and Indigenous centered organizations to build greater connections with our Latinx and Native communities and enhanced cultural awareness among residents. Build upon current Affinity Center efforts to engage in collaborative, systemwide efforts and ensure programs and outreach are accessible in all communities.

**Implementation: Phase 2**

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**Expanded Cultural Exhibits**

Expand partnerships with local artists and arts nonprofits to support exhibitions that uplift local talent and celebrate the cultural diversity of San Francisco, its neighborhoods and residents.

**Implementation: Phase 2**

---

**Community Storytelling and Local History Initiatives**

Host varied opportunities where community members can record and share stories about themselves, their families and their communities to embrace local history and celebrate our distinct communities. Library staff will support patrons in learning successful techniques of interviewing and in the production of oral histories.

**Implementation: Phase 3**

---

A future where community members record and tell their stories at the Library.
Illustration: Margaret Sullivan Studio
Strategy 1
Offer experiences that bridge generations, rooted in shared interests and passions.

Strategy 2
Provide off-site services to reach priority, high-urgency audiences who don’t typically use the Library.

Strategy 3
Foster shared experiences that facilitate new relationships and expertise-sharing between community members.
Community Catalyst Featured Initiatives

**Enhanced Intergenerational Programming**

Host more intergenerational programs at branches and off-site community spaces to foster greater understanding, support lifelong learning for older adults and seniors and help overcome feelings of loneliness and social isolation.

**Implementation: Phase 1**

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**Outdoor Space Activation**

Optimize SFPL’s outdoor spaces – including the Fulton Street plaza outside the Main Library – with community displays and events to enhance quality of life in the neighborhood, support pro-social activities and foster connection and community. Events could include live music, summer programming for families and Bay Beats.

**Implementation: Phase 3**

---

*Dark orange indicates timing of kick off
Light orange indicates continued activity*
Strategy 1

Guide immigrants and high-need residents towards vital services and comprehensive support networks, taking a tailored approach based on specific needs.

Strategy 2

Take a warm approach to orient newcomers to the neighborhood and branch, fostering a sense of belonging.

Strategy 3

Support the whole family’s well-being by offering a centralized, approachable starting point to address intertwined needs (e.g., navigating a career switch while caring for small children).
Thoughtful Navigator Featured Initiatives

Gateway to SF Pathways to Citizenship Initiative

Partner with the SF Office of Civic Engagement and Immigrant Affairs (OCEIA) to provide robust support, services and programs for immigrants, refugees and their families in a safe and welcoming environment.

Implementation: Phase 2

Promotora Outreach Program

Partner with local community organizations to recruit community-based “Promotoras” – or ambassadors – to help further engage Latinx, Black/African American, Arabic-speakers, recent immigrants from China and low-income residents and connect them with library resources.

Implementation: Phase 1
Resource Provider

Offer experiences, guidance and resources that support basic needs, encourage personal growth and enrich life in San Francisco.

Strategy 1

Provide community members with core library services, including books, media, equipment and spaces that align with their interests, accessibility needs and personal growth goals.

Strategy 2

Inspire skill-building, passion development and new interests through access to SFPL’s unique collections and nontraditional resources (e.g., Library of Things, event access and specialized arts and design equipment).

Strategy 3

Champion digital equity through access to emerging technologies and the spaces that support them.
Resource Provider Featured Initiatives

Expanded Workforce Development Opportunities

Develop internship, fellowship or workforce development opportunities for young adults, college students or recent graduates to support the next generation on their professional journey.

Implementation: Phase 2

Read to Recovery Initiative

Support recovery efforts in the San Francisco community with providing additional resources and materials supporting addiction recovery, harm reduction and prevention for those affected by substance abuse.

Implementation: Phase 1
Organizational Shifts

These service model shifts will direct how SFPL internally realizes its Vision, Mission, Values and Strategic Priorities.

- **Prioritize the Community**
  - In all we do to meaningfully meet residents’ needs and empower them to realize their aspirations.

- **Adopt a Growth Mindset**
  - To evolve and adapt to changing circumstances.

- **Embrace Collaboration**
  - With our partnerships and networks amplifying our impact and fostering creativity.

- **Proactively Connect**
  - Patrons to our services, with a focus on driving awareness and equitable access.

- **Infuse the Spirit of SF**
  - Into the design and delivery of the Library experience.

- **Promote Well-being & Safety**
  - Of staff and community members while remaining a welcoming place for all.
Infuse the Spirit of SF

into the design and delivery of the Library experience.

OPPORTUNITIES

- Articulate and refine the characteristics that define an SFPL library experience, including amplifying attributes that reflect the culture of San Francisco
- Spark curiosity and employ play and joy more overtly in library experiences to draw people in and drive depth of connection with SFPL
- Continue to support local creatives through the Library’s offerings
- Better utilize the diverse staff skills and interests to better reflect the unique character of San Francisco through our diverse staff
Plan Overview

STRATEGIC PRIORITIES

Literacy Champion
Cultural Amplifier
Community Catalyzer
Thoughtful Navigator
Resource Provider

Vision
A democratic, equitable and vibrant San Francisco for everyone

Mission
Connect our diverse communities to learning, opportunities and each other

Values
Well-being - Community Equity - Collaboration Exploration

Prioritize the Community
Adopt a Growth Mindset
Embrace Collaboration
Proactively Connect
Infuse the Spirit of SF
Promote Well-being and Safety

ORGANIZATIONAL SHIFTS
Looking Forward
**Phase 1 – Organizational Impact**

**OUTCOME:** A purposeful culture where staff are living SFPL’s Values and developing the capabilities to realize the Strategic Plan

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**Key community offerings we will develop in alignment with Strategic Priorities:**

- Read to Recovery Initiative
- Enhanced Intergenerational Programming
- Promotora Outreach Program

**Examples of steps we will take internally in alignment with Organizational Shifts:**

**Culture:** Socialize and integrate Strategic Plan into all aspects of the organization

**Skills & Talents:** Reduce organizational silos and enable cross-functional collaboration

**Partnerships:** Share SFPL’s capabilities and goals in alignment with the Strategic Plan and learn about those partners in service of aligning around shared goals and objectives

**Spaces:** Develop a new facilities master plan in alignment with strategic plan

**Offerings:** Use community interests and needs as the primary decision drivers for which programs, services and collections are offered

**Communications:** Evolve brand and communications to reflect and bring our new Vision, Mission and Values to life

**Operations:** Evolve safety processes to make the library feel more welcoming for all
Key community offerings we will develop in alignment with Strategic Priorities:

- Enhanced School Literacy Readiness
- Connected Learning Hubs
- Gateway to SF Pathways to Citizenship Initiative
- Enhanced Affinity Center Efforts
- Expanded Cultural Exhibits
- Expanded Workforce Development Opportunities

Examples of steps we will take internally in alignment with Organizational Shifts:

Skills & Talents: Train, develop and hire to build competencies in identified areas

Partnerships: Continue to utilize partnerships and external creators to offer more of the atypical offerings that capture the unique attributes of San Francisco

Spaces: Identify and implement space evolutions (indoor and outdoor spaces) in alignment with the Strategic Plan

Offerings: Develop experience principles in alignment with Strategic Plan; the core attributes that define an SFPL program, including those that reflect the unique qualities of SF

Communications: Expand the community’s perceptions of the library through awareness campaigns to reflect the true range of offerings

Operations: Develop processes around new service lines to respond to community needs
Phase 3 – Comprehensive Impact

**OUTCOME:** SFPL is fully realizing the Strategic Plan and broadening its impact in San Francisco

---

**Key community offerings we will develop in alignment with Strategic Priorities:**

- Community Storytelling and Local History Initiatives
- Outdoor Space Activation

**Examples of steps we will take internally in alignment with Organizational Shifts:**

- **Culture:** Create value and pride in the depth of understanding of the library offerings and use of knowledge management systems
- **Partnerships:** Establish a shared set of best practices and assessment measures amongst partners
- **Spaces:** Extend services to spaces outside of the library (e.g., senior living communities or Rec & Parks Centers) to reduce friction impeding access for priority and high-urgency audiences
- **Offerings:** Expand access to high-urgency, high-priority groups without access to a convenient SFPL location
- **Communications:** Evolve patron communication norms to support a more proactive, high-quality service model
- **Operations:** Further define the educational and emotional, social, thinking and learning developmental milestones that offerings deliver against
Thank you to the Commissioners, Community & SFPL Staff

Participants in the May All-Staff Workshop share their hopes for the future of San Francisco and the Library.

Post-it notes written by library staff members capture their favorite things about living in San Francisco.

Community members share some of the Library’s challenges and what they believe all people should have access to during the March 2023 Night of Ideas.

Staff Ambassadors share their experiences using the draft strategic plan to prioritize and design future initiatives.

A desire for the future shared at the September 2023 All-Staff Workshop.

Community members craft the future of the city and SFPL narratives during the March 2023 Night of Ideas.
Next Steps & Discussion
Requested Action

Adopt the proposed amended bylaws to incorporate SFPL’s updated Mission Statement in alignment with the Library’s Strategic Plan:

ARTICLE II - Mission Statement
Section 1:
Replace:

The San Francisco Public Library system is dedicated to free and equal access to information, knowledge, independent learning, and the joys of reading for our diverse community.

With:

Connect our diverse communities to learning, opportunities and each other
Q&A and Discussion